



NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

2011 - 2012 Annual Report and Fiscal Year 2012 – 2013 Adopted Budget

Naranja Lakes CRA Annual Report - Fiscal Year 2011-12

October 1, 2011 to September 30, 2012

I. Introduction

The Naranja Lakes Community Redevelopment Agency (CRA) was formed by Miami-Dade County's Board of County Commission (BCC) in 2002. The Agency's Redevelopment Plan was adopted in May 2003 (R-418-03), as was a County Ordinance (03-106) establishing the agency's Trust Fund. The Agency continued to facilitate the primary Mandarin Lakes Traditional Neighborhood Development (TND) project in the CRA area and completed the first phase of the CRA-funded public infrastructure improvements.

II. Board

The Naranja Lakes CRA Board may have up to nine Board members. Seven seats were filled as of September 30, 2012. The Board Members were:

Stuart Archer
Interim Chairperson Kenneth Forbes
Moe Hakksa
Rene Infante
Beatriz Meiggs-Consuegra
Charles Lopez
Daniel Lipe

III. Staffing

The Naranja Lakes CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. Mr. Jorge Fernandez of the County's Office of Management and Budget leads the County support team, advises the Board, executes its day to day business, prepares meeting agendas and ensures that the Board's directives are implemented. Mr. Steve Zelkowitz of the law firm Gray Robinson P.A. provided legal counsel. Extraordinary support services provided by County staff triggered the payment of a nominal sum of \$88,718 to the County General Fund as provided for in the inter-local agreement between the CRA and the County. For the Fiscal Year 2012-13, this amount was adjusted to \$48,500 reflecting the estimated cost of support services from County staff.

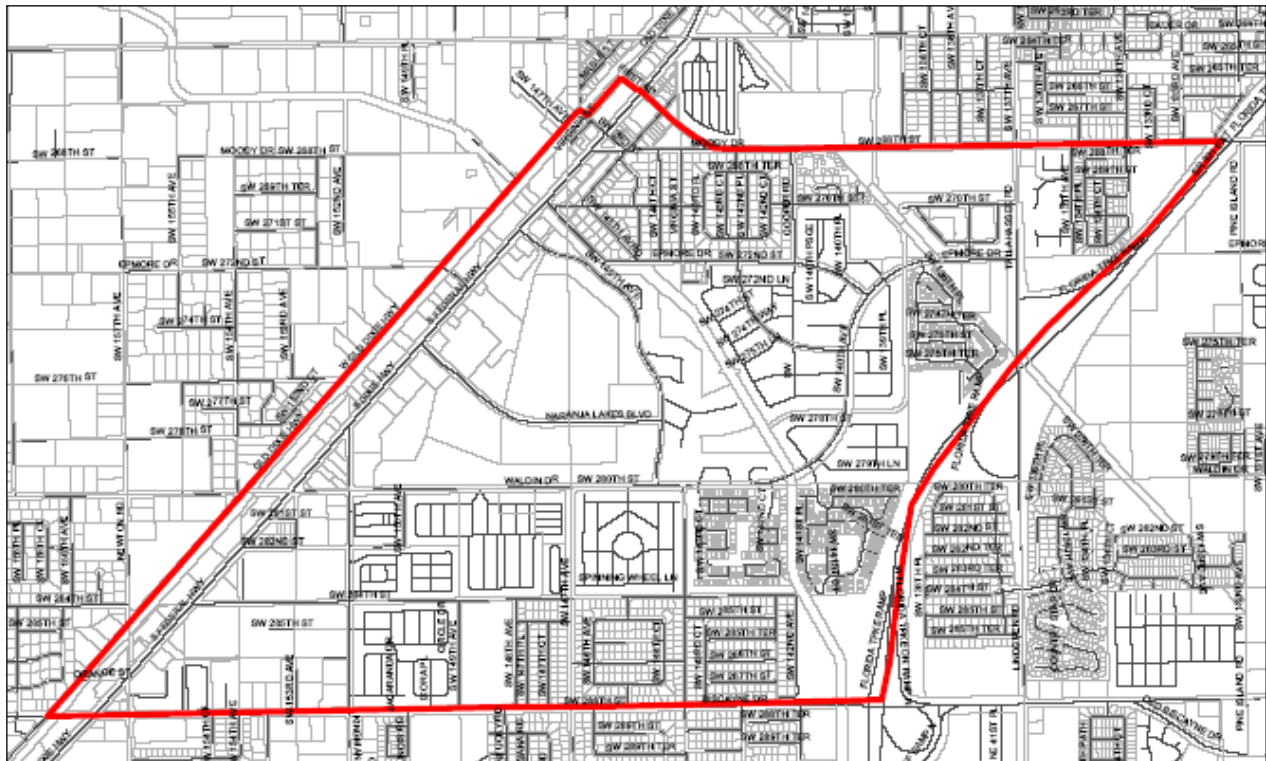
IV. Administrative Procedures

The Agency's by-laws establish the composition, purpose and powers, meetings and notice requirements and administrative procedures. No modifications to the by-laws were adopted during the most recent fiscal year.

V. CRA Plan Implementation

During the year, the Agency continued to implement the adopted CRA Plan. The focus of implementation was on expanding the Agency's knowledge of the market and unmet program needs for identification of future projects and programs, including those that would require CRA funding support.

Naranja Lakes CRA Area



Mandarin Lakes TND

This project, developed by Mr. George DeGuardiola and the Naranja Lakes Holdings LLC companies was given the official name of Mandarin Lakes and aggressively began its implementation of the infrastructure development agreement. The CRA Redevelopment Agreement provided for the CRA to fund the Mandarin Lakes Project on two Phases at a cost not to exceed \$17.7 million. Phase I consisted mostly of roadway improvements, water and sewer lines, landscape and recreational green areas. The projects associated with Phase I are Canal Street and Naranja Lakes Boulevard Extension, Canal Street Bridge, SW 140th Avenue, SW 143rd Avenue, SW 272nd Street and SW 280th Street.

These projects were completed during the FY 2010-11. The original Redevelopment Agreement adopted in 2003 contemplated that Phase II would begin once Naranja Lakes had caused the development of 800 homes within 36 months of beginning Phase I construction of the Mandarin Lakes Development. As of October 2011, there are only 688 certificates of occupancy.

Considering that renegotiating the agreement to allow for Phase II improvements was in the best interest of the community, the CRA and the developer attempted to renegotiate the Redevelopment Agreement. The Board of County Commissioners Resolution R-536-11, adopted on July 11, 2011, required that if the parties were unable to agree on a new Amended Redevelopment Agreement within 6 months, the parties shall have no obligation to pursue Phase II of the Redevelopment Agreement.

Phase II of the original redevelopment agreement included several projects that directly support the construction of homes within the second phase of the Mandarin Lakes development. As a result of the economic downturn, the property where these homes were to be constructed has been foreclosed, therefore the improvements associated with these homes are not being built or funded. Should the economic environment recover, the CRA may renew conversations with the developer to enter into a new agreement to fund some of the infrastructure improvement projects associated with the second phase of the Mandarin Lakes development.

Community Policing

In the 2005 year, the South District experienced an increase in crime throughout an area that is known as the Naranja Lakes Community Redevelopment Agency (CRA). An area which has a boundary comprised of the following subdivided communities: Mandarin Lakes, Modello, Moody Gardens, Villages of Naranja, River Side Villas, Hidden Grove, Sea Pines, Water Side, Heritage Squares, and assorted Leisure City residential neighborhoods. The CRA boundaries also contain commercial businesses along US1 and along Southwest 137 Avenue. The most noted crimes within the boundaries were robberies, burglaries, prostitution, auto thefts, and other crimes of opportunity. In an effort to address these crime trends with minimal impact on limited daily police patrols, the South District partnered with the CRA Board and established an agreement facilitating the development of an enhanced community policing enforcement initiative.

The initial enforcement operation for this program commenced on September 26, 2006, providing daily roving patrols, weekly proactive enforcement sweeps/operations, Residential Empowerment Neighborhood Enforcement Walks (RENEW), community projects, and community police interactions. The overall goal of the project was to reduce crime through added proactive police enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts.

This report applies to the time period of September 19, 2011 to September 16, 2012. All of the initiatives goals were successfully achieved in the following three categories:

I. Enforcement:

- A total of 134 arrests/apprehensions were made including 12 felony arrests, 26 misdemeanor arrests, 51 warrants arrests, 29 traffic arrests, and 16 apprehensions.
- A total of 3 fugitives were apprehended from the following states/counties: Broward County, Port St Lucy, and Capias fugitive.
- 51 message recoveries.
- 19 truants violators.
- 2,262 Field Interview Reports
- 294 career criminals
- Narcotics seized totaled: 94 grams of marijuana, 3 grams of cocaine, 39 Zany Bars, 4 crack pipes, 32 baggies, 1 drug scale, and grinder, with a total street value of \$515.
- 1,918 traffic (HNV & NHMV) citations and 16 parking citations.

- A total of 4,710 contacts of which 3,893 citizens and 817 business contacts initiated.
- A total of **503 Roving Details and 105 Enforcement Sweep.**

II. Community/Enforcement Highlights:

- On September 22, 2011 a Sweep CRA officer apprehended a wanted felon subject wanted for strangulation child abuse case.
- On October 21, 2011, the Community response Team (CRT) in partnership with Commissioner Lynda Bell's staff and the CRA Board hosted a second annual Halloween Safety Fair named "The Halloween Family Movie Night" at the Jose Somohano Community/Police Work Station. The event's goals were to foster parent and child interaction while officers providing youth mentoring and crime prevention education. The event recruited numerous resources/sponsors from private business such as Publix, Costco, Wall mart, Party City, Christ Fellowship Church, Community Bank, DJ Sounds, Lumo Print, Explorer Program Beauty Schools of America and others. In addition, the Chapman Homeless Shelter (HAC) transported approximately 100 kids from their shelter to attend the event. An estimated crowd of approximately 400 people were fed hot dogs, popcorn, candy, chips, and drinks while they enjoyed music and a movie on a 20 foot inflatable screen while seated in the open air.
- On November 23, 2011, while patrolling the CRA area roving patrol Sergeant Reed was flagged down by a citizen who observed a burglary in progress. Sgt. Reed immediately responded and was successful in apprehending a subject in the process of attempting to steal an A/C unit from a Mandarin Lakes home. The subject apprehended was still in possession of burglary tools and was taken in custody without incident. Investigation revealed the subject was a career criminal suspected of other burglaries.
- On 12/28/11, while conducting a CRA roving detail Officer Jose Toral responded to a burglary in progress at a house located at 28015 SW 143 Court in Sea pines. Upon arriving, the officer observed the subject flee on foot and he initiated pursuit. After a short chase, the subject was successfully apprehended without further incident. Investigation later revealed the subject had broken into two additional houses.
- On December 14 and 17, NRU/CRT officers delivered toys with the assistance of the "Cops for Kids Program" and the "Hispanic Police Officers Association" throughout South Dade communities to include families within the CRA area.
- One subject was apprehended on a Broward fugitive warrant.
- One subject was apprehended on Lewd & Lascivious Battery on a minor fugitive warrant.
- A fugitive from Monroe County was apprehended reference a warrant for traffic violations.
- On Friday, April 6, 2012, an Easter Safety Day event was hosted in partnership with DR Horton and the CRA NRU officers. The event provided free hot dogs, candy, drinks, and other treats for the kids. The event also provided a petting zoo for the kids, which was enjoyed by all the families that attended. An estimated 350 people attend and most were kids.
- Due to ongoing traffic concerns regarding speeding along SW 137 Avenue corridor, a multi-agency operation was conducted along SW 137 Avenue from 268 Street south past 288 Street. The operation included 10 FHP troopers, 4 School Board Police for the Chapman Mandarin Lakes area, Homestead PD to cover south of 288 Street, and 10 MDPD County motorcycle units. The four hour operation resulted in 385 traffic citations being issued, 5 arrests, and the seizure of narcotics. Although this was not a CRA operation, it was coordinated and requested by CRA officers in partnership for the betterment of the CRA area.
- While conducting a CRA sweep operation, Officer M. Lourido apprehended subject Christopher Minns who had a probable cause message for his arrest in committing and armed robbery of the NIKE store in Florida City. Subject Minns conducted a takedown of the store and forced the store manager to open the store safe at gun point to steal the business funds. Upon his apprehension, subject Minns was also wanted on a \$10,000 bench warrant on an unrelated case and other charges.
- On 8/04/12, while conducting a CRA roving subject Walter Chambliss was arrested for a fugitive warrant from Port St. Lucy.

- On 9/07/1012, while conducting a CRA rover detail, Officer J. Rodriguez apprehended subject Demetrious Harris who had just committing a sudden snatch robbery at SW 264 Street and the bus way.
- On 8/31/12, while conducting a CRA detail, Officer C. Ordonez apprehended burglary subject Derek Nottage.

III. Crime Analysis:

At the onset of the initiative, an up to date crime analysis was conducted of the areas of the CRA boundaries to determine the most active days and hours of the week to provide the most efficient coverage. This was maintained on a weekly basis to establish weekly scheduling of police coverage. This formula of utilizing intelligence gathering through crime trend analysis and proper placement of police presence is one of the keys to this year's successful **significant reduction** in violent crimes such as **robbery, rape, homicide, and vehicle burglary**.

MIAMI-DADE POLICE DEPARTMENT
Naranja Lakes Community Redevelopment Agency
Part I Crimes w/o AOA
2010-09-21 thru 2011-09-18 as to 2011-09-19 thru 2012-09-16

	Total Cases 2010/11*	Total Cases 2011/12*	cases +/-	% +/-
Rape	11	6	-5	-45.45%
Robbery	62	43	-19	-30.64%
Burglary (Res)	179	221	+42	+23.46%
Burglary (Veh)	87	75	-12	-13.79%
Motor Vehicle Theft	38	38	0	0%
Homicide	3	0	-3	300%
Theft	99	99	0	0%
Total Part I Crimes	479	482	+3	+.62%

* CRA Part I Crimes Report: 2010/11 Stats were obtained from 09/21/10 to 09/18/11 and 2011/12 Stats were from 09/19/11 to 09/16/12. The 2010/11 Stats were run on Tuesday, November 29, 2011 and the 2011/12. Stats were run on Friday, September 21, 2012.

Future Goals and Operations for 2012-2013:

- To continue to improve on the same high quality of enforcement and community policing provided this past year.
- To establish more youth mentoring programs within the new Jose Somohano Community Police Work Station.
- To continue to provide education safety events to interact with local communities and to aid in crime prevention.
- The deployment of our Mobile Operations Center (MOC) to reach out throughout all the CRA communities to provided resource normally provided by police stations.

Residential Redevelopment Grant

The Agency partnered with Rebuilding Together Miami-Dade, Inc., a 501(c) 3 non-profit organization whose mission is to preserve homeownership and revitalize communities by providing free

rehabilitation services to low-income, elderly, veterans and disabled homeowners.

The Agency allocated a total of \$45,000 in grant funds for rehabbing homes for low-income, elderly and disabled homeowners at no cost to the homeowners in the Naranja Lakes CRA area. Of these funds, \$25,000 was budgeted in FY 11-12 and \$15,000 were recaptured funds from a previous grant allocation forfeited by the grant recipient.

The total grant money allowed Rebuilding Together Miami-Dade, Inc. to provide critical repairs to fifteen homeowners, leveraging those cash dollars with \$166,742.62 of in-kind services which included materials and labor to complete the home repairs. Additionally, an extensive cleanup at the Sea Pines Apartment complex was completed during the National Rebuild Day on April 28, 2012.

The scope of repairs were extensive including new roofs, fascia and soffit repairs, ADA bathroom modifications, extensive electrical and plumbing repairs, new kitchen, new appliances, landscaping and yard cleanup, interior and exterior painting, flooring and tiling repairs, tenting for termites, installing handicap bars, smoke detectors, lighting and ceiling fans. The repairs emphasized safety, healthy and a dry home enabling homeowners to stay in their homes and age in place.

Ten homes and the Sea Pines neighborhood community were part of National Rebuild Day, an annual event which attracted approximately 350 volunteers working on multiple houses in the CRA Area.

In the words of Ms. Lillie Mae Collier, a resident who benefited from the program's home repair: *"Our sincere gratitude for your assistance in the much needed repairs of our home. As senior citizens, often times the latter years of life seem to be the forgotten years, but you all have brought a ray of hope into our lives that will make a great difference in our living condition."*

Plan Consistency

The implementation of the Redevelopment Plan's primary development project, of which Phase I construction is complete, attests to the success of CRA Plan implementation. The Agency maintains a public information outreach with information available via the website maintained by Miami-Dade County. The public can obtain information pertaining to the CRA meetings and activities by visiting <http://www.miamidade.gov/crepad/Naranja/Mandarin.asp>.

VI. Tax Base Growth and 2011-12 Adopted Budget

The basic continuing goal of the Naranja Lakes CRA is the expansion of the property value base of the area to the maximum extent possible, consistent with the adopted Redevelopment Plan. The 2011 taxable value of the CRA Area decreased from the 2010 taxable value of \$281 million to \$272 million decreasing 3 percent. Values are up a cumulative 89 percent since the

CRA's inception in 2002. Total revenues in FY 2011-12 were \$3,268,431. Of this amount, \$216,700 was the UMSA (Unincorporated Municipal Service Area) tax increment contribution, and \$517,599 was from Miami-Dade County countywide funds. There was also prior year cash carryover of \$2,529,811 and interest earnings of \$4,321.

The CRA's administrative expenditures included support from County staff (\$85,511); and advertising (\$3,207). The total administrative expenses of \$99,732 were four percent of that year's total budgeted expenditures, within the 20 percent administrative cap contained in the approved Interlocal Agreement between the County and the CRA. County oversight administrative charge (1.5% of TIF Revenue) totaled \$11,014.

Operating expenditures totaled \$1,601,216 in FY 2011-12. The main expenditures were \$1,197,093 for debt service payments; \$302,438 for police services; \$20,360 for legal services; \$56,125 for maintenance, operational and insurance costs associated with the Community Center; and \$25,000 for a Residential Redevelopment Grant in partnership with Rebuilding Together.

VII. Adopted Budget for 2012-13

On December 12, 2012 the Agency approved a budget for 2012-13 based on projections of cash balances at the end of 2011-12. The budget was adopted by the Board of County Commissioners on February 5, 2013 (Resolution R-80-13). Revenues include TIF payments in the amount of \$621,578, interest proceeds of \$700 and carryover funds totaling \$1,567,483.

Administrative Expenses in the budget total \$48,500 and represent eight percent of TIF revenues, excluding the 1.5% County administrative charge of \$9,324. Administrative expenses include direct County support staffing (\$48,000) and printing and publishing (\$500).

Operating Expenses total \$875,200 and include \$600,000 for projected debt service payments on two existing Sunshine State loans; \$150,000 for community policing; \$68,000 for community building operations, maintenance and insurances; \$30,000 for legal services; \$25,000 for residential redevelopment grant; \$2,000 for marketing; and \$200 for state fees.

As part of the Agency's prior year budget, the Board authorized the Agency to obtain a \$7.5 million loan to pay the County for the outstanding balance on two State Sunshine Loans. The Agency issued a Request for Proposals (RFP) but there were not responses. The RFP only produced inquiries from prospective lenders. As a result, the County intends to refinance the remaining \$6.3 million debt in a larger financing in order to allow the agency to continue operations. The \$600,000 budgeted in the current year budget is an estimate of what the new financing payment would be; the current financing debt payment is approximately \$1.2 million.

The Sunshine State loans were due to mature in 2016, which is why the payments were so large. The new refinancing would extend the payment until approximately 2028 allowing the Agency to continue the programs that have make such a positive impact in the community.

The approved FY 2012-13 Naranja Lakes CRA Budget is shown in Exhibit A.

EXHIBIT A

<p style="text-align: center;">Naranja Lakes Community Redevelopment Agency FY 2012 - 2013 Proposed Budget</p>					
(FY 2012-13 begins October 1, 2012)					
	FY 10-11 Adopted Budget	FY 10-11 Actual	FY 11-12 Adopted Budget	FY 11-12 Actual	FY 12-13 Proposed Budget
Revenues					
UMSA Tax Increment Revenue (TIR)	281,487	281,487	216,700	216,700	179,972
County Tax Increment Revenue (TIR)	662,681	662,681	517,599	517,599	441,606
Carryover from prior year	3,365,867	3,365,143	2,883,361	2,529,811	1,567,483
Other- Policy Insurance Reimbursement	-	90	-	-	-
Interest earnings	18,500	16,541	10,500	4,321	700
Revenue Total	4,328,535	4,325,942	3,628,160	3,268,431	2,189,761
Expenditures					
Administrative Expenditures:					
Contractual Services (Economic Dev. C	40,000	10,017	-	-	-
Printing and publishing	1,000	55	500	-	500
Advertising and notices	3,000	2,145	2,500	3,207	-
Other Admin. Exps (Direct Cnty Support	132,000	125,571	95,000	85,511	48,000
(A) Subtotal Admin Expenses	176,000	137,788	98,000	88,718	48,500
County Administrative Charge at 1.5%	14,163	14,163	11,014	11,014	9,324
County Reimbursement of Advances	-	-	-	-	-
(B) Subtot Adm Exp & County Charge	190,163	151,951	109,014	99,732	57,824
Operating Expenditures:					
Memberships and State Fee	175	175	175	200	200
Contractual services (Construction Cons	20,000	8,890	5,000	-	-
Insurance	13,000	14,234	15,000	14,549	18,000
Project Mgt. Supplies & Copying	750	-	500	-	-
Marketing Contingency	2,000	2,000	2,000	-	2,000
Community Policing and Security	305,000	302,621	302,500	302,438	150,000
Legal services/court costs	58,000	49,742	58,000	20,360	30,000
Community Center Building	47,000	50,126	50,000	41,576	50,000
Infrastructure improvements	838,692	29,288	250,000	-	-
Debt service payments	1,400,000	1,167,104	1,511,000	1,197,093	600,000
Redevelopment grants - residential	-	20,000	25,000	25,000	25,000
Redevelopment grants - commercial/res	20,000	-	25,000	-	-
Community Improv. Program -	-	-	70,000	-	-
(C) Subtotal Oper. Expenses	2,704,617	1,644,180	2,314,175	1,601,216	875,200
(D) Reserve	1,433,755		1,204,971		1,256,737
Expenditure Total (B+C+D)	4,328,535	1,796,131	3,628,160	1,700,948	2,189,761

Naranja Lakes Community Redevelopment Agency

Combining Statement of Revenues, Expenditures
and Changes in Fund Balances

Fiscal Year Ended September 30, 2012

	Special Revenues	Capital Projects	Total CRA
Revenues			
Intergovernmental	\$734,299	\$0	\$734,299
Loans			\$0
Interest	\$1,181	\$5,604	\$6,785
Total Revenues	\$735,480	\$5,604	\$741,084
Expenditures			
General Government	\$476,708		\$476,708
Debt Service	\$1,197,093		\$1,197,093
Capital Outlay	\$0	\$0	\$0
Total Expenditures	\$1,673,801	\$0	\$1,673,801
Revenues Over Expenditures	(\$938,321)	\$5,604	(\$932,717)
Other financing Sources (uses)			
Transfers In	\$700,000	(\$700,000)	\$0
Total Other Financing Sources			
Revenues Over Expenditures	(\$238,321)	(\$694,396)	(\$932,717)
Fund Balance Beginning	\$304,961	\$2,248,198	\$2,553,159
Fund Balance End	\$66,640	\$1,553,802	\$1,620,442

Naranja Lakes Community Redevelopment Agency			
Balance Sheet as of September 30, 2012			
	Special Revenues	Capital Projects	Total CRA
Assets			
Cash and cash equivalent	\$1,630,286	\$0	\$1,630,286
Community Center Building		\$1,098,442	\$1,098,442
Total Assets	\$1,630,286	\$1,098,442	\$2,728,728
Liabilities and Fund Balances:			
Accounts Payable	\$9,844		\$9,844
Retainage payable	\$0	\$0	\$0
Total Liabilities	\$9,844	\$0	\$9,844
Fund Balances	\$1,620,442	\$1,098,441	\$2,718,883
Total Liabilities and Fund Balances	\$1,620,442	\$1,098,441	\$2,728,727

VIII. Other Agency Initiatives

The Naranja Lakes CRA Board continues to meet with private developers who are proposing different projects in and around the CRA area. The Miami-Dade Police Department is updating the CRA Board on public safety issues and initiatives for greater security in the area, and receives continuous feedback from Board Members and community participants at Board meetings.

Summary

The downturn in the economy has had a direct effect on the Agency and its revenue stream. During the last four years, the taxable value in the Area has been reduced significantly. This reduction has negatively impact the amount of TIF revenues available to address slum and blight within the Area in accordance with Agency's mission. This year's budget reflects conservative expenditures of available TIF and sets aside reserve funds to address next fiscal year debt service payment in the event the revenue stream continues the current trend. The CRA will implement throughout FY 2012-13 activities that are consistent with the adopted CRA Plan to address slum and blight in the area.